

# RETURN TO BETTER

Ten Ideas with 10x ROI:

*How You Can Use PPP & CERTS To Improve Your Business*



**Trisha Fridrich**  
**[trisha@thelwteam.com](mailto:trisha@thelwteam.com)**



# PPP & CERTS

**FREE MONEY**

**Don't miss out on ~~FORGIVABLE~~ loans**

## **CERTS:**

- \$2B
- Details TBD
- Expect applications in 6-8 weeks (?)
- Estimated funding May 2021 (?)

## **PPP:**

- Apply by March 31, 2021
- 2.5x Payroll
- Requires 25% reduction in revenue
- You're still eligible for PPP 1.0!

**Ask your accountant for details.  
Don't have one? Check out BusBooks at [busbooks.co](https://busbooks.co)**

**WE CAN'T RETURN TO NORMAL.**



**PPP and CERTS require\* that  
you spend 60%+ on payroll...**

**MAKE THE MOST OF IT!**

**WE MUST RETURN TO BETTER.**

\*For forgiveness.

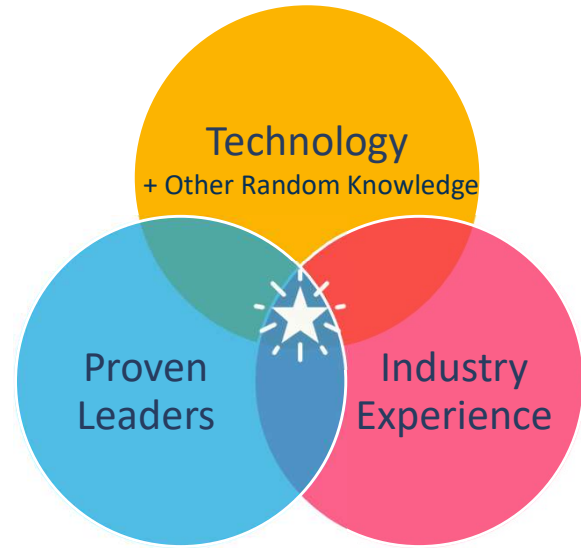
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# WHY US?

## Because we can help.

- More than 40 years combined operating experience
- Operators turned technology nerds

Experience that will help you figure out the best way to solve your problems. From finance and strategy to operations and marketing, we can help.



Trisha Fridrich



Ryan Johnson



# STRATEGIC FINANCE

**Does the Expense = Value?**

# METRICS THAT MATTER

## FINANCIAL ANALYSIS

### Important Vocabulary

- Variable Costs
- Fixed Costs
- Payroll
- Utilization

### Critical Metrics

- Cash Burn = Total Monthly Cash OUT
- Runway = Cash in Bank / Cash Burn

	2019 Metrics		Where You Could Be	
	\$	%	\$	%
Revenue	\$1m		\$1.1m	+10%
Operating Payroll	350,000	35%	330,000	30%
Fuel	100,000	10%	110,000	10%
Maintenance	100,000	10%	110,000	10%
Operating Expense	80,000	8%	66,000	6%
Insurance	120,000	12%	120,000	10.9%
Technology	5,000	0.5%	27,500	2.5%
Marketing	10,000	1%	55,000	5%
Advocacy	0	0%	5,500	0.5%
Other Payroll	100,000	10%	88,000	8%
Overhead	70,000	7%	70,000	6.4%
Loan Interest	20,000	2%	20,000	1.8%
Profit	45,000	4.5%	98,000	8.9%

# METRICS THAT MATTER

## PRICING

Utilization	60%
Days in a Year	365
Buses	5
Bus Days	1,095

Charge your clients  
what it actually costs.

→	Net Cash Flow	\$ 55,000	\$ 50.23
	Insurance	\$ 120,000	\$ 109.59
	Interest	\$ 20,000	\$ 18.26
→	Loan Payments	\$ 100,000	\$ 91.32
	Overhead	\$ 185,000	\$ 168.95
	Annual Maintenance	\$ 100,000	\$ 91.32
	Operating Expense	\$ 80,000	\$ 73.06
	Maintenance & Operations Payroll	\$ 200,000	\$ 182.65
→	Driver Payroll	\$ 25 / hour + benefits	\$ 300.00
	Fuel	\$ 2.75 ppg + 6 mpg	\$ 137.50
	Daily Rate		\$ 1,172.66

Miles / Day	300
\$ / Mile	\$ 3.91

Revenue	\$1,284,063
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# METRICS THAT MATTER

## GROW REVENUE WITHOUT GROWING YOUR FLEET

Utilization	60%	65%	70%	75%
Days in a Year	365	365	365	365
Buses	5	5	5	5
Bus Days	1,095	1,186	1,278	1,369
Daily Rate	\$1,172.66	\$1,172.66	\$1,172.66	\$1,172.66

Revenue	\$1,284,063	\$1,391,068	\$1,498,073	\$1,605,078
Growth over Current	28%	39%	50%	60%
Comparative Growth		8.3%	7.6%	7.1%

**If you aren't great with your financials, hire someone who is.  
(even part-time!)**



# SMART MARKETING



# SOCIAL MEDIA



## STEP BY STEP DIRECTIONS

### PHOTOS

- 15,000 Photos
- A bus and a cellphone
- Quantity over quality
- Organize by category

### VOICE

If your company was a person,  
what would she sound like?  
What would she talk about?

### COMMITMENT

- ONE post per day
- Respond to comments
- Tip: Pre-schedule your posts!

### MONEY

- Boost posts that perform well
- Boost all your posts
- Targeted Facebook Ads

**Success = 1 post per day + Brand Voice + \$5**

**Hootsuite is free!**

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# GET ENGAGED

## ASSOCIATIONS

- National
- State & Regional
- Quality v Quantity
- Look for value!

## COMMUNITY

- Mobile vaccine clinic
- Food drive
- Something heart-warming

## ADVOCACY



**Get involved in your community.  
It's marketing AND it's good for you.**

# PIVOT

## WHEN LIFE HANDS YOU LEMONS...

### Shopify

- What could you sell online?

### Virtual Tours

- Turn your Group Tours into DIY Family Tours
- Arival Virtual Tours Event: March 2-3



### Work with Transit via 5311(f)

- Identify unmet needs
- No scheduled service between two (rural) places?
- Talk to State DOT
- On Your Mark Transportation, Mark Szyperski
- National Conference on Rural Public & Intercity Bus Transportation

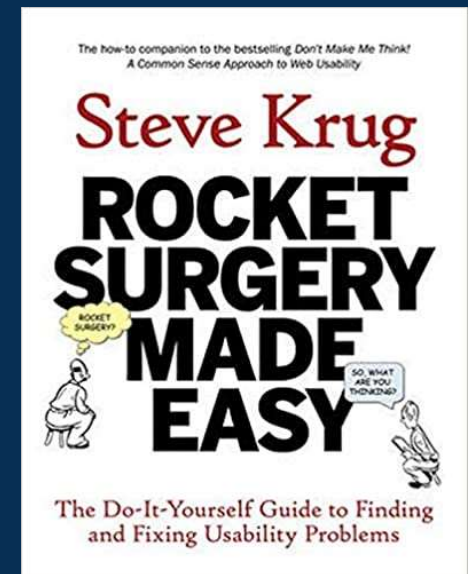
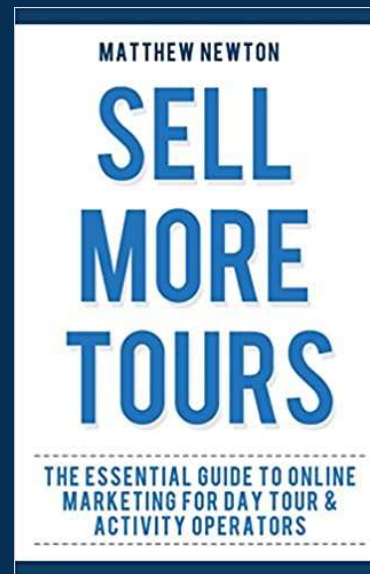
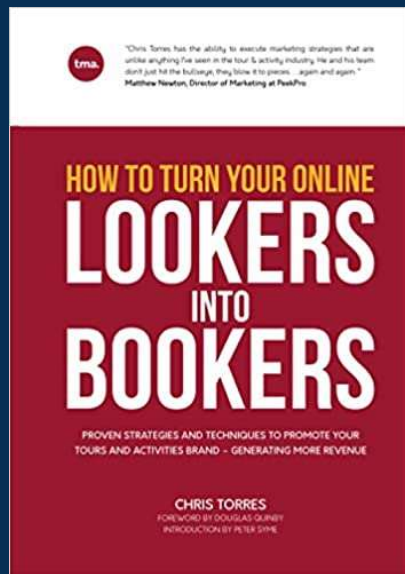
### Charter Registration

- Protection + Revenue
- Example: Convention Center Loops

**TRY SOMETHING NEW.**

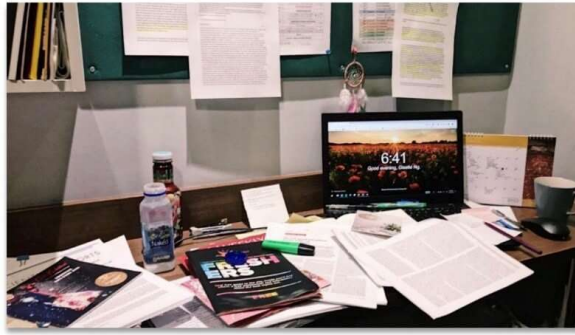
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# BOOKS TO READ



# ORGANIZATION

Before



After



**If it looks like a Duck and quacks like a Duck...**

**CLEAN. YOUR. DESK.**

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# DIGITAL PAPERWORK

## DQ Files

- Use an electronic tracking platform
- Upload only your current drivers.
- As drivers return, upload their file.
- Scanning documents is NOT the same thing

## Compliance

- Critical
- A lot of work
- Driver Files are tedious
- Outsource



**Start using electronic tracking... NOW.**



# TECHNOLOGY

**“It doesn’t have to be complicated.”  
- Trisha Fridrich**

# TECHNOLOGY

## HOW MUCH DOES IT REALLY COST?

When 10 hourly employees  
spend 15 minutes per shift at \$30/hour,  
it costs \$18,750 per year.

When managers spend  
3.5 hours per week on paperwork,  
it costs a month of productivity.

# TECHNOLOGY

## IT'S NOT EXPENSIVE

Date	Employees	Total Expense	Technology + Employees	Total Expense
March 2021	2,500+ 2,500	5,000	2,500+ 500	3,000
April 2021	2,500+ 2,500	5,000	2,500+ 500	3,000
May 2021	2,500+ 2,500	5,000	2,500+ 500	3,000
June 2021	3,000+ 3,000	6,000	3,000+ 500	3,500
July 2021	3,000+ 3,000	6,000	3,000+ 500	3,500
August 2021	3,000+ 3,000+ 2,500	8,500	3,000+ 500+ 500	4,000
September 2021	3,000+ 3,000+ 2,500	8,500	3,000+ 500+ 500	4,000
October 2021	3,000+ 3,000+ 2,500	8,500	3,000+ 500+ 500	4,000
November 2021	3,000+ 3,000+ 3,000	9,500	3,000+ 500+ 500	4,000
December 2021	3,500+ 3,500+ 3,500	10,500	3,500+ 500+ 500	4,500
January 2022	3,000+ 3,000	6,000	3,000+ 500 +500	4,000
February 2022	3,000+ 3,000	6,000	3,000+ 500 + 500	4,000
March 2022	3,500+ 3,500	7,000	3,500+ 500 +500	4,500
<b>Total Spending</b>		<b>\$91,500</b>		<b>\$49,000</b>

**Difference: \$44,000**  
**Technology: \$10,500**

# TECHNOLOGY

**For every \$1m in revenue, spend \$25,000++ on technology.**

**This is not an increase in expenses.**

**25:1**

**You're currently spending \$100,000+ to do the same thing.**

**Work hard to get to this ratio.**

# LEADERSHIP

Who's in charge here?



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# TOUGH LOVE IS IMPORTANT

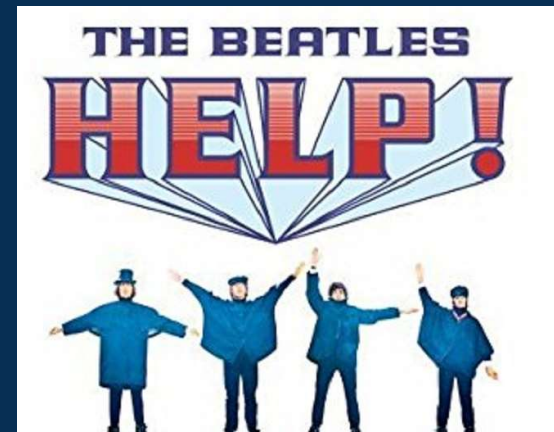


- Tough times often require tough love.
- Surround yourself with people who will be honest.
- There's no benefit to "Yes Men" right now.

**The right employees.  
Honest friends.  
Mentors & Advisors.  
Business coach.  
Spader groups.**

# HELP! I NEED SOMEBODY.

- What are you **REALLY** good at?
- Where do you need help?
- Very few people have FT jobs right now. Can your marketing person help a friend while you borrow their finance person?
- Things will not get better by ignoring the problem.



**Start talking about your business.  
Ask for help. Offer help.  
Be helpful.**

# BE THE CHANGE

- What are you doing as a leader to push for change in your business?
- Where are you investing your time and money to return to better?
- What's on your wish list?



**Dream. Decide. Change.**



# DEEP DIVE WEBINARS

## Website

**Mon, Feb 15**  
**1pm ET**

## Get Involved: Advocacy

**Wed, Feb 17**  
**1pm ET**

## Financials

**Fri, Feb 19**  
**1pm ET**

## Marketing

**Mon, Feb 22**  
**1pm ET**

## Time is Money: Technology

**Wed, Feb 24**  
**1pm ET**

## Be the Change

**Fri, Feb 26**  
**1pm ET**

[www.thelwteam.com/return-to-better](http://www.thelwteam.com/return-to-better)



Trisha Fridrich  
cell: 206-579-6378  
[trisha@thelwteam.com](mailto:trisha@thelwteam.com)

**WE MUST RETURN TO BETTER.**

**IT IS TIME FOR CHANGE.**



**START SOMEWHERE.**